R J Reynolds Tobacco Company

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Winston-Salem, N.C. 27102

To All Field Sales Personnel:

The following material outlines information on the revitalization of Winston SELECT Full Flavor Soft Pack and Box as well as new Winston SELECT Lights which is scheduled for an August 2, 1993 launch. It is very important that you understand the overall *strategic role* SELECT is designed to play as well as our *objectives* for SELECT.

Winston SELECT has a big opportunity to convert Marlboro smokers. Today nearly 40% of all Marlboro purchasers also purchase Winston. Winston is a big brand to Marlboro smokers. However, they perceive the taste to be too full or harsh compared to their normal brand. In addition, Marlboro Lights smokers obviously prefer a white tip product.

Our current Winston franchise prefers the full, rich taste of Winston and our Lights franchise also prefers the cork tip. For both of these reasons, a change in our existing product would be a major risk in alienating our own franchise.

Winston SELECT offers:

- A line of products that deliver a smooth taste like Marlboro
- Packaging that Marlboro smokers prefer over their own
- Advertising that pits SELECT head-on against Marlboro
- A promotion plan that maximizes our opportunity to convert adult Marlboro smokers

As part of the launch of SELECT Lights, SELECT Full Flavor is being relaunched. Based on extensive Field Sales input, SELECT Full Flavor's packaging, advertising and product have been changed to *clearly* differentiate Base versus Winston SELECT.

Our strategy is to go after Marlboro with both CAMEL Special Lights and Winston SELECT. Marlboro Lights gained over three share points in 1992 in the full price non-menthol lights category. Our research has shown that a large group of Marlboro smokers is buying CAMEL occasionally and a large group is buying Winston occasionally. Importantly, these smokers are different. Some Marlboro smokers prefer the smooth, contemporary image of Joe and the CAMEL brand; others prefer the more mainstream, all-American Winston image.

"We work for smokers."

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Source: https://www.industrydocuments.ucsf.edu/docs/hqjn0000

It is critical that we maintain strong support behind both CAMEL Special Lights and Winston SELECT on a continuous basis. CAMEL and Winston are the Company's top two priorities.

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Source: https://www.industrydocuments.ucsf.edu/docs/hqjn0000